

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

TRIMESTER 2, 2016 / 2017

### BMG 3824 CROSS CULTURE MANAGEMENT

( Distance Education )

24 FEBRUARY 2017

9.00 a.m. – 11.00 a.m.

( 2 Hours )

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#### INSTRUCTIONS TO STUDENTS

This examination paper consists of **FIVE (5)** pages (excluding this Cover Page) in **TWO (2)** Sections:

1. **Section A** – 20 Multiple choice questions (40 marks)

Instruction: Answer **ALL** questions. Shade your answers in the OMR answer sheet provided using a '2B' or 'BB' pencil.

2. **Section B** – 3 Essay questions (60 marks) – All questions carry equal marks.

Instruction: Answer **ALL** questions. Write your answers in the answer booklet provided.

**SECTION A (40 Marks)****Answer ALL questions****Identify the letter of the choice that best completes the statement or answers the question. All questions carry two (2) marks each.*****Shade your choice of answers in the OMR answer sheet provided.***

1. \_\_\_\_\_ results from the lessening of trade barriers and the increased flow of goods and services, capital, labor, and technology around the world.  
A. Economic integration  
B. Nationalization  
C. Protectionism  
D. Mercantilism
  
2. The government of Jonovia seizes all assets of Refresh, a world-famous, soft-drink brand in Jonovia, and offers compensation to the company. This action by the government of Jonovia is an example of \_\_\_\_\_.  
A. repatriation  
B. privatization  
C. expropriation  
D. private action
  
3. Micropolitical risk events are those that affect \_\_\_\_\_.  
A. domestic industries or companies  
B. multiple industries and companies  
C. several other nations in the same region  
D. one industry or company or a few companies
  
4. Which of the following concepts includes the expectation that MNCs should be concerned with the social and economic effects of their decisions?  
A. Moral idealism  
B. Corporate technoglobalism  
C. Macropolitical interdependence  
D. International social responsibility
  
5. Sundew, an American soda company, opened a number of manufacturing units in a developing country. It employed people from the host country to work in the new units. This move radically lowered the poverty rate in the developing country. In this scenario, Sundew is \_\_\_\_\_.  
A. making questionable payments  
B. making a foreign investment  
C. following moral guidelines  
D. adopting local customs

**Continued.....**

6. Which of the following is a business benefit from corporate social responsibility?
  - A. Cost increases
  - B. Risk assessment
  - C. Revenue decreases
  - D. Increase in brand value
  
7. Transparency International is best described as a(n) \_\_\_\_\_.
  - A. nongovernmental organization that fights corruption
  - B. nonprofit organization that argues for workplace equality
  - C. international committee that monitors electronic data privacy laws
  - D. nonprofit group that raises awareness about human rights violations
  
8. Communication to managers is of vital importance because it \_\_\_\_\_.
  - A. demonstrates the manager's depth of knowledge
  - B. immediately results in an increase of revenue
  - C. greatly helps in negotiating future plans
  - D. indicates technological advancement
  
9. Which of the following will help an international business manager cultivate trust in cross-cultural communications?
  - A. Making communications as formal as possible and refraining from open communications
  - B. Socializing when possible and making friendly contacts with persons involved
  - C. Establishing trust and achieving hidden agenda without being conspicuous
  - D. Staying away from conflicts that need to be addressed
  
10. Tom manages a U.S. pharmaceutical subsidiary located in Ireland. In order to communicate effectively with Irish employees and improve their productivity, Tom should \_\_\_\_\_.
  - A. emphasize achieving objective end results
  - B. challenge the employees to perform better
  - C. address conflicts during group meetings
  - D. provide positive support to employees

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11. Which of the following would most likely occur in a low-contact culture?
- A. Colleagues maintaining a respectful distance while greeting each other
  - B. Colleagues greeting each other by giving a peck on the cheek
  - C. Colleagues greeting each other by formal touch
  - D. Colleagues standing close to each other
12. Which of the following is the most common reactive reason for a firm to extend its operations overseas?
- A. Tax incentives
  - B. Economies of scale
  - C. Globalization of competitors
  - D. Resource access and cost savings
13. When Disney decided to build a park in Paris, the French government gave Disney prime farmland just outside the city limits. This is most likely an example of a firm expanding overseas due to \_\_\_\_\_.
- A. globalization of competitors
  - B. home country regulations
  - C. restrictive trade barriers
  - D. provision of incentives
14. \_\_\_\_\_ includes environmental scanning and continuous monitoring to keep abreast of variables around the world that are pertinent to the firm.
- A. Internal analysis
  - B. Competitive analysis
  - C. Environmental mitigation
  - D. Environmental assessment
15. A(n) \_\_\_\_\_ permits managers to allocate and coordinate resources for foreign activities under one roof, and thus enhances the firm's ability to respond, both reactively and proactively, to market opportunities.
- A. local division
  - B. export department
  - C. international division
  - D. domestic structure plus foreign subsidiary

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16. Marketing-oriented companies, such as Nestlé and Unilever, which produce a range of products that can be marketed through similar channels of distribution to similar customers, will usually opt for the \_\_\_\_\_.  
A. matrix structure  
B. global geographic structure  
C. domestic structure plus foreign subsidiary  
D. domestic structure plus export department
17. A specific strategy that treats the world as one market by using a standardized approach to products and markets is called \_\_\_\_\_.  
A. integration  
B. localization  
C. globalization  
D. differentiation
18. Effective human resource management of a company's global cadre ends with \_\_\_\_\_.  
A. preparing the executive for cultural differences  
B. providing foreign-language training to the executive  
C. allocation of an overseas assignment to the executive  
D. successful repatriation of the executive into company headquarters
19. A repatriated manager says, "I learned to understand situations from the viewpoint of local employees and businesspeople when I worked overseas." Which of the following acquired skills is the manager referring to in this instance?  
A. technical skills  
B. managerial skills  
C. multiple perspectives  
D. tolerance for ambiguity
20. For sharing resources and managing the transnational transfer of knowledge, it is essential for MNCs to maximize their human assets in the form of \_\_\_\_\_ teams.  
A. niche management  
B. global management  
C. virtual management  
D. regional management

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**SECTION B (60 Marks)****Answer ALL THREE (3) questions.***Write your answers in the answer booklet provided. All questions carry equal marks.*

1. a. What is political risk? Describe the four means of political risk adaptation. Give an example of how political risk can affect an MNC.  
(10 marks)
- b. What are questionable payments? Why are they problematic for international managers?  
(10 marks)  
[20 marks]
2. a. List the cultural variables in the communication process and explain the different types of nonverbal communication.  
(10 marks)
- b. What is environmental scanning? What areas are most commonly focused in environmental scanning? What is the difference between environmental scanning at the multinational level and the regional level?  
(10 marks)  
[20 marks]
3. a. What are the major variables that should be taken into account when designing a firm's organizational structure?  
(10 marks)
- b. According to Berthoin, what are the different types of knowledge that can be gained abroad by global managers? How can firms ensure that they experience long-term benefits from this knowledge?  
(10 marks)  
[20 marks]

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